

The Effect of Work Conflict and Work Stress on Turnover Intention of Hotel Employees

Akhyar Aprian Syahrudin

Gunadarma University, Faculty of Psychology, Jl. TB Simatupang Pasar Minggu, Jakarta Selatan, Indonesia

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ABSTRACT

High turnover intention in employees will have a negative impact on a company which results in ineffective productivity and company resources. The purpose of this study was to examine the effect of work conflict and work stress on turnover intention of hotel employees. The sample in this study are hotel employees who work in Makassar City with a total of 70 respondents. Collecting data by distributing questionnaires using a Likert scale with 5 points to measure 19 indicators. The analysis technique used is multiple linear regression. The results showed that work conflict and work stress together affect turnover intention. work conflict had a positive and significant effect on turnover intention. Work stress has a positive and significant effect on turnover intention.

Keywords: turnover intention, work conflict, work stress.

INTRODUCTION

Turnover intention is a very serious problem in the context of human resource management (Yin-Fah et.al., 2010). Turnover intention is the desire to leave the organization to move to another organization (Cuskelly & Boag, 2001). Currently, the high level of turnover intention is a serious problem for many companies and frustrated personnel managers when they learned that the recruitment process that had succeeded in attracting reliable, skilled and qualified staff had in the end turned out to be futile because the newly recruited staff had chosen jobs in other companies (Dennis, 1998). The high turnover rate in the company, it will

lead to more and more potential costs, be it training costs that have been invested in employees, the level of performance that must be sacrificed, as well as recruitment costs (Suwandi & Indriantoro, 1999). Turnover intention must be addressed as a phenomenon and human behavior that is important in organizational life from an individual and social point of view, given that the level of employee turnover intention will have a significant impact on the company and the individual concerned (Suartana, 2000).

One of the industries experiencing serious problems related to turnover intention is the hotel industry. According to Foley (Hemdi & Nasurdin 2006) explains that globally, the turnover rate in the hospitality industry is estimated to range from 60 percent to 300 percent per year, much higher than the 34.7 percent reported in the manufacturing industry. Another study conducted by Nazri & Ghee (2015) explains that in the hotel industry globally, employee turnover rates reach up to 60 percent per year. This study consistently shows that hotels around the world experience high turnover rates. This makes the issue of turnover intention require serious attention.

From the above phenomenon, it is shown that a high level of turnover intention is found due to work conflicts within the company. From research conducted by Hardi, Suriono, and Manurung (2019) that work conflicts occur due to differences of opinion among employees, disagreements about resource allocation, and perceptions

of individual goals, interests and status and values. Excessive workplace conflict can lead to unpleasant conditions or circumstances faced by everyone both physically and mentally so that employees have the intention to resign from their work (Anatan and Ellitan 2012). From the research conducted by Saputra (2017) which states that the effect of work conflict on turnover intention directly has a significant effect on turnover intention. This is in line with research conducted by Herdjanto (2018) that work conflict has a dominant influence on the level of employee turnover that occurs due to disputes, different opinions, differences in resolution and mental fatigue. High work conflict can result in employee displacement within a company (Hon & Chan, 2013).

In addition to work conflict, another factor that causes turnover intention is work stress. This is supported by Siddiqui and Jamil (2015) who show that work stress is one of the main factors that affect turnover intention. According to Hariandja (2002) work stress is the emotional tension or pressure experienced by someone who is facing enormous demands, obstacles and very important opportunities that can affect a person's emotions, thoughts, and physical condition. The effect of work stress indicates that in a long period of time and with high intensity, stress can damage psychologically and physically and make individuals no longer comfortable at work. So, they decide to quit their jobs and stay away from sources of stress (Suharso and Christie 2009). From the research conducted by Sriathi and Dewi (2019), it was found that the effect of work stress on turnover intention has a positive and significant effect, this shows that the higher the level of work stress felt by employees, the greater the risk of employees to leave the company. In addition, another study conducted by Manurung and Ratnawati (2012) also found that the work stress variable had a positive and significant effect on employee turnover intention. A significant positive effect indicates an intention to resign from the

company when employees feel stressed with their work. (Shazad, et al, 2001).

Based on the above phenomenon, researchers are interested in further examining the effect of work conflict and work stress on turnover intention of hotel employees.

The research hypothesis is formulated as follows:

Major Hypothesis: Work conflict and work stress have an effect on Employee Turnover Intention.

Minor Hypothesis 1: Work conflict has an effect on Employee Turnover Intention.

Minor Hypothesis 2: Work stress has an effect on Employee Turnover Intention.

MATERIALS AND METHODS

Research Subject

The sample in this study consisted of 70 respondents. Participants in this study were hotel employees who worked in Makassar city with male and female gender. Based on gender, the subject is dominated by women, namely 57.14% with a total of 40 people, then men, which is 42.85% with a total of 30 people. Based on age, subjects aged 21-30 years were 60 with a percentage of 85.7% and subjects aged <31 years were 20 people with a percentage of 28.5%. Furthermore, based on the length of work, the subjects were grouped into four parts, namely, subjects who worked under 1 year, worked 1 to 5 years, worked 5 to 10 years and worked more than 10 years. Subjects who worked less than 1 year amounted to 10 people with a percentage of 14.2%. The subjects who worked 1 to 5 years were 48 people with a percentage of 68.5%, the subjects who worked at the age of 5 to 10 years were 8 people with a percentage of 11.42, while the subjects who worked over 10 years were 40 people with a percentage of 5.71%.

Research Variable

The independent variables of this study are work conflict (X1), work stress (X2), and dependent variable is turnover intention (Y).

The Turnover Intention scale is measured using 3 turnover intention indicators according to Chen and Francesco (Dharma, 2013) which include: 1. Thoughts to leave, for example the item "I think about leaving my job". 2. to search for vacancies. 3. There is a desire for organizational goals, the reliability test on this scale was carried out with Cronbach's Alpha there were 9 items analyzed and obtained a reliability result of 0.883.

The work conflict scale is based on Sari (2015) based on 10 indicators stated by Flippo (in Sari 2015) 1. Disputes or hints (controversy), for example the item "I feel an incident or incident between me and my partner". 2. Tension personal problems, examples of items. 3 Different visions at work. 4 Disagreements. 5. Differences in determining the cause of the problem. 6. Differences in determining the solution to the problem. 7. Differences in determining how to resolve conflicts. 8 Emotional conflict. 9. Personal disputes. 10. Mentally tired with work. The reliability test on this scale was carried out with Cronbach's Alpha there were 10 items analyzed and obtained a reliability result of 0.850.

The work stress scale was adapted from I Wibowo, Riana and Putra (2014) based on 6 indicators according to Leung at all (Wibowo, Riana and Putra 2014) 1. Personal behavior, for example the item "I am not sure about the quality of my work" 2 Social support 3 Conflict role 4 Bad environment. 5. Workload. 6. Home and Work Situation, . The reliability test on this scale was carried out with Cronbach's Alpha there were 11 items analyzed and obtained the results of 8 valid items so that the score was 0.790.

Collecting data in this study using a questionnaire obtained directly from the respondents. The questionnaire contains statements from each scale. The variables in this study were measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The sampling technique used in this study is a purposive sampling technique,

which is a sampling technique by selecting a sample among the population as desired by the researcher, so that the sample can represent previously known population characteristics (Sukardi, 2014).

Research Result

Description of Research Data

The turnover intention variable, the theoretical mean is 27 and the empirical mean is 26.74, this shows that the theoretical mean is higher than the empirical mean, thus indicating that the average subject in this study has a high turnover intention. The work conflict and work stress variables have a higher theoretical mean than the empirical mean, this can be seen in the theoretical mean of work conflict of 30 and the empirical mean of 28.71, while the work stress variable has a theoretical mean of 24 and an empirical mean of 21.2. This shows that on average the subjects in this study have low work conflict and low work stress. Description of research data for each variable can be seen in table 1.

Table 1. Description of Research Data

Variable	N	Theoretical Mean	Empirical Mean
Turnover Intention	70	27	26.74
Work Conflict	70	30	28.71
Work Stress	70	24	21.2

Normality Test Results

The results of the normality test in this study indicate that the distribution of data on the variables of turnover intention, work conflict and work stress is normal, Asymp. Sig. (2-tailed) on the three research variables has a probability of 0.352 ($p > 0.05$).

Table 2. Normality Test Result Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,58722069
	Absolute	,111
Most Extreme Differences	Positive	,111
	Negative	-,102
Kolmogorov-Smirnov Z		,930
Asymp. Sig. (2-tailed)		,352

Multiple Linear Regression Analysis

The results of the multiple linear regression test in table 3 in this study obtained a coefficient of determination (R Square) of 0.638, this indicates that the ability of the work conflict and work stress variables in explaining the turnover intention variable is 63.8% while 36.2% is explained by other variables that are not explained in this study. The following table shows the results of the multiple regression test of work conflict and work stress on the turnover intention variable.

Table 3. Multiple Linear Regression Analysis Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
.799 ^a	.638	.627	3.640

Multiple linear regression analysis was carried out in this study to determine the effect of work conflict variables (X1) and work stress (X2) on turnover intention (Y) variables in hotel employees who work in the city of Makassar.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	3.585	2.175		1648	.104
Work Conflict	.526	.117	.539	4,511	.000
Work Stress	.379	.150	.302	2,529	.014

Based on the results of the multiple linear regression test above, the following equation is obtained:

$$Y = 3.585 + 0.526 X1 - 0.379 X2$$

Y = Turnover Intention

X1 = Work Conflict

X2 = Work Stress

Multiple linear regression equation is defined as follows:

- The positive constant value is 3.585 which shows the work conflict (X1) and work stress (X2) variables have a value of 0 so Turnover Intention (Y) is worth 3.585
- Decent work conflict regression coefficient is 0.526. This means that if work conflict affects the desire to move, so that if work conflict increases, the

level of desire to change jobs will also increase. If work conflict decreases, then the level of desire to move also decreases.

- Decent work stress regression coefficient 0.379. This shows that work stress affects turnover intention, so that if work stress increases, the level of employee turnover intention will decrease as well. If work stress decreases, the level of turnover intention will also increase.

F Test

Based on table 4, the test results have an Fcount value of 59,064 and an Ftable of 3.13 or Fcount 59,064 > Ftable 3.13 with a significant probability of 0.000. This indicates the probability value is less than 0.05. So that this regression model can be used to predict the turnover intention variable. Thus, it can be concluded that work conflict and work stress simultaneously affect turnover intention.

Table 4. F Test Result

Anova					
Model	Sum Of Squares	df	Mean Square	F	sig
Regression	1565,469	2	782,734	59,064	.000 ^b
Residual	887,903	67	13,252		
Total	2453,371	69			

DISCUSSION

Based on the results of hypothesis testing through multiple linear regression analysis in this study, it was found that all hypotheses were accepted, namely the first and second major and minor hypotheses. The major hypothesis in this study, namely the influence of work conflict and work stress on turnover intention. The first minor hypothesis in this study, namely work conflict affects turnover intention, and the second minor hypothesis, namely job stress affects turnover intention.

The effect of work conflict on turnover intention has a positive influence, if the perceived work conflict of employees increases then turnover intention will also increase or vice versa, when perceived work conflict of employees tends to decrease,

turnover intention will decrease. In this study, the conflict felt by employees occurred because of differences of opinion between employees, especially in determining solutions to problems related to work, emotional conflicts and personal disputes between fellow employees. If this continues, the employee will no longer feel comfortable at work, causing the intention to leave the company. This is in line with research conducted by Herdjanto (2018) that work conflict has a dominant influence on the level of employee turnover (turnover intention) which is based on disagreements of different opinions, differences in resolution and mental fatigue. This is also in accordance with the opinion of Churiyah (2011) that conflicts usually arise in organizations as a result of problems in communication, personal relationships or organizational structure. Conflicts that occur continuously have negative consequences so that individuals experience work stress and feel uncomfortable with their work environment, and if this cannot be overcome it will result in decreased employee satisfaction, giving rise to the potential to find a new work environment.

Testing the hypothesis on the effect of work stress on turnover intention in this study showed that job stress has a positive effect on turnover intention. This shows that the higher the work stress, the higher the increase in turnover intention. The stress experienced by employees occurs because of pressure such as the many responsibilities that are borne at work, often in conflict with co-workers, and employees who do tasks monotonously and repeatedly, if these things continue to occur, it can affect turnover intention. The effect of work stress on turnover intention can affect one's emotions, thought processes, and condition both physically and mentally. Employees who experience excessive work stress have implications for voluntary turnover (Robbins and Judge, 2008).

When employees experience pressure in their work, employees will feel excessive stress until they finally think

about leaving the company organization. Symptoms of employee stress can be seen from an uncooperative attitude at work. The results of this study are in line with research conducted by Suciati et al. (2015) suggests that work stress has a positive effect on turnover intention. Where when stress increases, turnover intention will also increase. As a result of too much stress, work performance will decrease, because stress interferes with the implementation of work, employees lose the ability to control it, become unable to make decisions and their behavior is irregular and the most extreme result is zero work performance due to illness or running away/moving. work (turnover) and may quit, Handoko (2000). The results of research by Ahmad et al. (2012), Arshadi and Hojat (2013), Siddiqui and Jamil (2015), which state that job stress has a positive and significant effect on employee turnover intention. This means that the higher the level of work stress in the workplace, the higher the level of turnover intention, on the contrary, the lower the level of work stress, the lower the level of employee turnover intention.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the discussion of the results of this study, it can be concluded that work conflict has a positive and significant effect on the turnover intention of hotel employees. The results of this study indicate that high work conflict will lead to high turnover intention, on the contrary if work conflict is low, turnover intention is also low. Work stress has a positive and significant effect on the turnover intention of hotel employees. These results indicate that the higher the stress felt by hotel employees, the higher the turnover intention of hotel employees. Work conflict and work stress together have a significant influence on the turnover intention of hotel employees.

Suggestion

It is hoped that the hotel management will always prioritize a comfortable and safe work situation for their work, so that it will have an impact on employee behavior and work productivity. Work comfort that needs to be considered for example appropriate compensation factors, leadership that supports employee work and a good work environment. In addition, the hotel management should provide tasks that are in accordance with the authority and responsibility in accordance with the job description so that the burden and responsibility are clear so as not to force employees to work excessively which can reduce turnover intention. In addition, the importance of the hotel management in holding events, refreshing or outbound involving many employees with the aim of creating communication relationships between employees, getting to know each other so that employees feel happy and achieving harmonious relationships between employees.

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